



UPDATE 1 - JONES INQUIRY IMPLEMENTATION

SUBJECT:

CFA implementation of the Jones Inquiry (Volunteer Inquiry) – first quarterly report

DATE:

2 April 2013

PURPOSE:

To provide a summary of CFA's progress against the Jones Inquiry Implementation Action Plan, including the first quarterly Implementation Report.

As this is the first progress report it is possible that the impact of some items is yet to be felt on the ground. As part of ongoing implementation monitoring, CFA will continue working with VFBV to test that completed actions are delivering the desired impact at brigade and CFA member level.

Despite some different views about extent of progress made to date it is important to recognise that this progress report is the first of many. Where required future progress reports will be adjusted to reflect any items needing further attention and take into consideration feedback received from brigades and VFBV. Future reports will also be simplified to ensure there is improved understanding at brigade level.

BACKGROUND:

Following review of his Honour David Jones AM's report arising from the 'Jones Inquiry into the effects of arrangements made by CFA on CFA volunteers', the Minister for Police and Emergency Services requested that CFA prepare a response to the report, aligned to six key themes.

In conjunction with VFBV, the 'CFA Jones Inquiry - Implementation Action Plan' was developed, incorporating extensive consultation that spanned across six separate workshops and several months in 2012. A commitment was made to ensure that CFA provide quarterly reports to the Minister for Police & Emergency Services. The Implementation Action Plan incorporates 46 strategies and 141 actions which will be undertaken over a number of years and represent key priorities that CFA is committed to delivering on.

Detailed reports for actions outlined due at January 31, 2013 are contained in Attachment 1 in template format, as requested by Department of Justice (DoJ) in 2012.

PROGRESS MADE:

Further progress has been made since the last update. A comprehensive communications plan was developed to accompany the rollout of Jones Action Plan outcomes, to ensure that progress and outcomes are made available to key stakeholders and all CFA members. Online and email presence for members to access pertinent information and provide feedback has been established. Members can monitor and provide feedback on the progress of CFA's Jones Inquiry Implementation activity with regular updates featuring on CFA News & Media, including updates in The Fireman and Brigade Magazine.

Progress snapshot

Jones Inquiry Implementation - Status Dashboard										
Action due to be completed	Complete	In Progress & On Target	In Progress/ Behind Target	Not commenced /Behind Target	Not commenced	Total				
Jan-13	11	0	14	0	0	25				
Apr-13	0	16	2	0	17	35				
Oct-13	0	14	0	0	65	79				
Ongoing	0	0	0	0	2*	2				
Total	11	30	16	0	84	141				

*further information made available with the next update

CFA Progress Summary (as at January 31st, 2013):

Theme 1 – Culture and Leadership to Empower Volunteerism

Commencing in September 2009, CFA's 'Creating Our Future Together' program is the overarching program guiding CFA's organisational change. Developed by the Executive Leadership Team, 'Creating our Future Together' focuses on strategy, leadership, culture, structure and business improvement. In 2012, the CFA Board confirmed the vision for the organisation 'To Protect Lives and Property' and our mission 'Working together with communities to keep Victorians safe from fire and other emergencies'. A suite of constructive preferred organisational culture features were also defined for the organisation to work towards. Culture is the shared values, norms and expectations that guide organisation members in terms of how to approach their work and deal with each other and inform what 'we need to do to fit in'. The preferred culture for CFA is for all members to encourage each other, be achievement oriented, affiliative and self-actualising, with a strong focus on people/task orientation and increased satisfaction levels.

Six separate joint committees have been established between CFA and VFBV, with cross-representation from staff and VFBV delegates. Terms of Reference have been established for each committee, with meetings scheduled quarterly to discuss key issues affecting volunteerism. As the committees mature, further reporting and monitoring of their effectiveness will evolve. This will ensure that each committee achieves meaningful outcomes.

Theme 2 - Recruitment, retention, recognition and utilisation of volunteers

A process to simplify brigade transfer for volunteers moving from one brigade to another was implemented in April 2012. Following endorsement from the CFA Board, members can now change from one brigade to another using the current voting process, and once successfully through the brigade transfer process members records are shown as 'transferred' rather than 'resigned'. This has eliminated angst and frustration with volunteers moving around the state and is a positive outcome.

CFA has reviewed the VFBV Welfare & Wellbeing Survey to 'Monitor and measure volunteer perceptions about factors affecting their welfare and efficiency' and the outcomes of these are being monitored. Further work to embed and measure effectiveness of these processes will be addressed through the 'Volunteer Support Program – Volunteer Development Project' implementation.

Theme 3 – Strengthening the volunteer-based and integrated service delivery model

CFA has commenced work on a number of initiatives to improve the capability of members. We continue to capture learnings and good practices around the state, impacting volunteerism and service delivery. We recognise there is more work to be done to capture and share around the organisation, and there are plans underway to do so. Some examples:

- Incident Management Team Training Project (IMTTP) focussed on improving the capability of Incident Management team members in Level 2 and Level 3 roles. 17 senior volunteers are working towards Level 3 Incident Controller accreditation, and there are plans in place to continue this work.
- IMT deployments: several senior volunteers have been deployed in IMT roles intrastate and interstate e.g. Kilmore, Portland, Chepstowe, Ovens, Aberfeldy, Hotham, Tasmania and NSW in both operational and support roles.
- Lessons Learnt (Debriefs) and End of Fire Season Reviews have been captured and are being used to enhance the ongoing participation of volunteers e.g. Black Saturday, Upper Ferntree Gully Brigades and Kinglake West – published as a booklet in mid-2012, now available to all members.
- Launched 'Engaging your community – practical examples from brigades across the state' video, developed by the Member Engagement Reference Group (16 CFA Volunteers). The video contains practical advice and assistance for brigades and includes input from all regions.
- Launched Volunteer Support Program (Jan 2013). Scoping for a knowledge management system to share our learnings will form part of the project rollout in 2013/14.

CFA's Service Delivery Model framework is proposed to be tabled at a future CFA Board meeting. In line with the principles of the Volunteer Charter, this follows consultation with CFA Regional Directors, VFBV Executives, CFA's Senior Leadership Team, CFA Knox Group, attendees of the Core Leadership Conference held at Creswick (including DPC Chairs) in May 2012 and the Service Delivery Workgroup.

Following the principle direction outcomes of the February Board meeting, the Chief Officer's Principles for Resource Planning have been developed and agreed. These principles of service delivery will be formulated for discussion and be considered by the CFA Service Delivery Workgroup. The group consists of both volunteers and paid staff. Following consideration by the workgroup the principles will undergo further consultation across CFA, anticipated to occur until October 2013. Further work in the overall model is required as although tabled for consideration, the finalisation of the model is still evolving.

Theme 4 – Improved support for brigades and communities

The CFA Volunteer Discipline review commenced with examination of 'like service' discipline models. CFA legal advisors were briefed of the intent to review and consider options for the modernisation and implementation of a future Volunteer Discipline and Values system. This planning will be incorporated to align deliverable outcomes in accordance with the scheduled Parliamentary Review of the CFA Regulations in late 2013.

The joint CFA/VFBV Information Technology Committee was established and has met on three occasions in 2012. This action is on the prioritisation action list for CFA/VFBV Joint Communications & Technology Committee to consider. A working party (consisting of volunteers and paid staff) needs to be established to explore the options of utilisation of CFA networks, locations and/or future NBN opportunities. Consideration of broader emergency services sector developments in the information and communication system space is to be made.

CFA intends to consult with the Fire Service Commissioner on a coordinated emergency services approach. A broader emergency services sector approach and ACMA's federal decision on Public Safety Agency mobile broadband spectrum allocation will impact CFA and other agencies ability to connect adequately to their work locations universally across Victoria.

CFA and VFBV have commenced an analysis of brigade allowances at the October 2012 meeting of the CFA/VFBV Finance & Administration Special Purpose Committee. Data collection and analysis will commence with consideration of impacts of the move to risk based brigade classifications under CFA's Brigade and Membership Classification Project.

Theme 5 – Training Development

Following extensive statewide consultation with volunteers and VFBV, a 'Minimum Skills Review - Report of Findings and Recommendations' has been presented to, and endorsed by, the Chief Officer to replace the minimum skills wildfire program originally introduced in the late 1990's. An implementation plan to address the outcomes of Minimum Skills Review is now being formulated, including the design, piloting and implementation of a new program. Further work will be commenced with the Volunteer Support Program work planning.

The CFA/VFBV Joint Operational Training Committee will consider the proposed Recognition Prior Learning (RPL)/Recognition Core Competencies (RCC) approach at the next meeting. This approach has been informed by the gathering of volunteer views through the Training Strategy Consultation Paper, informing the development of this new approach.

Under the new approach, a range of methods will be employed by assessors in collaboration with applicants to build appropriate evidence to satisfy the requirements of the competency or skill being assessed. These may include challenge testing, demonstration, observation, interview, third party testimonials and previous training attainments. This action is closely aligned to 6.5 - Review of CFA's RPL/RCC system.

Underpinning the design of the new RPL/RCC, the approach focusses on principles of learner-centred development and will include provision of specific support for the individual learner to undertake the RPL/RCC process.

Identification of opportunities to empower the application of a learner-centred approach at brigade level has commenced with consultation on and design of the new approach to RPL/RCC. Further opportunity identification will be part of the process moving forward.

Members currently upgrading to the new Certificate IV TAE are receiving training in RPL/RCC. Work is underway to produce practice notes and procedural information to guide members through the redesigned CFA Skills Recognition Process. With CFA Assessors upgrading to the new Certificate IV TAE qualification, every qualified and endorsed assessor will be able to conduct CFA Skills Recognition Assessments.

Theme 6 – Training Delivery and Assessment

The CFA Operational Training Discussion Paper was released for consultation in June 2012. On 21 December 2011 and again on 20 June 2012 the UFU was invited to nominate a member to join the project reference group and was provided with a copy of the discussion paper, but to date this has not occurred. It presented six key themes focused on the future of CFA training, and sought the views of both volunteers and staff on their training expectations and requirements, along with where and how training can be best delivered.

The Discussion Paper was made available for comment over a five month period. Consultation concluded on 2 November 2012. The opportunity to respond to the Discussion Paper was widely publicised through a range of communication channels. A copy of the Paper, along with an introductory DVD was sent to every CFA brigade and group. The Paper and a series of short videos were also made available on Brigades Online, the intranet and CFA Connect. In total 190 responses were received via paper based or online (survey) feedback. Many responses were collective or committee based responses from teams, brigades, groups, districts and regions. Others were provided by individual members who generally hold brigade management (or higher) roles. A report capturing consultation outcomes has been produced, and will inform the development of the Operational Training Strategy.

The RPL/RCC process applies to all members of CFA (volunteers and employees) and as CFA is a Registered Training Organisation there is a formal obligation to offer RPL/RCC to achieve competency based qualifications. As part of the continuous improvement of the RPL/RCC process, consultation with VFBV and industrial bodies shall occur. Piloting of the enhanced process will be completed by July 2013.

A proposed model and accompanying business rule for determining the number of sessional instructors required per district have been developed based on addressing the gap and existing Enterprise Agreement provisions. These documents are to be used as the basis for consultation with VFBV and industrial bodies.

The Chief Officer has endorsed the 'maximum density' model for delivery of Level 2 first aid training, which will enable any CFA member wanting to complete Level 2 first-aid training to do so.

Funding arrangements, business rules on how the training will occur, under what conditions, frequency and conduct will require further scoping and consultation. Under the auspices of the Fire Service Commissioner, this project is one of five projects endorsed in the State Training Framework by the Senior Leadership Group (comprising CEO's and Chief Officers of each Victorian emergency service agency) to be progressed. Further work is required.

Training Materials On-line (TMOL) site was launched and became operational in February 2012. This site, accessible to volunteers, is regularly updated as new materials are approved for use. Materials on the site contain learning manuals, presentations and learning and assessment strategies which include instructor notes for facilitating training sessions. Note: The TMOL site does not contain SkillPaks (assessment materials) as these are controlled documents which assessors can obtain, upon request, from their Manager Training and Development.

FEEDBACK

If you have questions, feedback or comments which relate to the Jones Inquiry implementation progress report, you are encouraged to provide these via:

Email: jonesinquiry@cfa.vic.gov.au

Mail: CFA Jones Inquiry team
PO Box 701
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Phone: 1800 232 636

ATTACHMENT (A)

- CFA Jones Inquiry - Implementation Action Plan – Full Progress Report

ADVICE PROVIDED FOR INFORMATION

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